Department of Management Studies
School of Management and Liberal Arts
N I S T U N I V E R S I T Y
Institute Park, Pallur Hills, Berhampur-761008

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SECOND SEMESTER

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Sl. No.	**Subject(s)**	**Credit**	**Category**	**Internal Marks**	**External Marks**	**Total Marks**
MGT 509	Production and Operation Management	4	Comp.Core	50	50	100
MGT 510	Financial Management	4	Comp.Core	50	50	100
MGT 511	Cost and Management. Accounting	4	Comp.Core	50	50	100
MGT 512	Research Methodology	4	Comp.Core	50	50	100
MGT 513	Management Concepts and Organisational Behaviour	4	Comp.Core	50	50	100
MGT 514	Entrepreneurship and Sustainability	3	Soft Core	50	50	100
MGT 515	Business Analytics	3	Inter-Disciplinary	50	50	100
MGT 516	Business Analytics Lab	2	Sessional	--	100	100
MGT 517	Research Methodology Lab	2	Sessional	--	100	100
	Total Credit(s)	**30**				

Subject Code	**MGT 509**
Subject Name	**PRRODUCTION AND OPERATION MANAGEMENT**
L-P-T	4-0-0
Credit Point(s)	4

Course Objective

To get acquainted with the basic aspects of production and operations management. Study and analyze different operational issues in manufacturing and services organizations.

Course Outcome(s)

1. To understand the Production and Operations Function in an Organization.
2. To learn facility location and layout planning.
3. To understand operations planning and scheduling techniques
4. To apply various layout designs in workplace.

Module – I: Production and Operations Function (12 Hours):

Production and Operations Function in an Organization, Manufacturing Vs Service Operations, Competitive priorities of a firm, Designing Products, processes and services: New product development, Production processes, Long-range capacity planning: Economies of scales. Facility location: Factor influencing locations decisions, Facility Location Procedure and Models: Qualitative Models – Analytical Delphi model, Quantitative models - Breakeven Analysis, Centroid method, Factor Rating.

Module-II Layout Planning and Scheduling (8 Hours):

Layout Planning: Layout types, New trends in manufacturing layout, Assembly line balancing, Operations planning and scheduling: Aggregate planning, Material Requirements Planning (MRP), Master Production Scheduling (MPS), Operations scheduling: Single Machine Sequencing, Flow shop sequencing - Johnson's Rule, Job shop Scheduling - Priority dispatching Rules.

Module-III Inventory management (8 Hours):

Inventory management: Inventory models, P-system, Q-system, Economic order quantity (EOQ), Economic batch quantity (EBQ), Safety Stock, Reorder Point, ABC analysis.

Module-IV Project planning and control techniques (12 Hours):

Project planning and control techniques: Critical path method (CPM), Project evaluation and review techniques (PERT), Gantt chart, Crashing of project.

Reference Book:

1. Production and Operations Management, Ajay K Garg, Tata McGraw Hill
2. R. Paneerselvam, “Production and Operations Management, Prentice Hall of India.
3. Operations Management, Chase, Aquilanno, Jacob & Agarwal - TMH Publication.
4. Gaither & Frazier - Operations Management, Cengage Publication
5. Kanishka Bedi, Production and Operations Management, Oxford University Press
6. S.N. Chary, “Production and Operations Management”, Tata McGraw Hill.

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Subject Code	**MGT 510**
Subject Name	**FINANCIAL MANAGEMENT**
L-P-T	4-0-0
Credit Point(s)	4

Course Objective

This course provides students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

Course Outcome(s)

1. To estimate the Future value and Present value
2. To decide allocation of funds of company to ensure safety of investment and regular returns.
3. To estimate capital requirements of business for sound capital structure and to impart the students the techniques of distributing the dividends to shareholders or retention of profits.
4. To estimate the requirement of working capital and its management.

Module I: Foundations of Finance (8 Hours):

Meaning, Nature and Scope, Different Finance Functions. Emerging role of finance managers in India and in Global context, Objectives of Firm, Agency problems. **Time value of money:** Future value of lump sum and annuity, Present value of lump sum and annuity,

Module II: Investment Decisions (10 Hours):

Capital Budgeting: Features, types and Techniques of capital budgeting decision (PBP, ARR, NPV, PI and IRR). **Cost of Capital:** Cost of debt, cost of equity share, cost of preference share and cost of retained earnings, weighted average cost of capital

Module III: Financing and Dividend Decision (12 Hours):

Leverage: Operating Leverage, Financial Leverage. **Capital structure:** NI, NOI, Traditional and MM approach. Factors affecting Capital Structure. **Dividend Theory:** Gordon approach, Walter approach and MM approach, Factors affecting Dividend Policy.

Module IV: Liquidity Decision (10 Hours):

Working Capital concepts, factors affecting working capital, **Management of cash**: Cash budget, **Management of Receivables**: Factors affecting receivable management; **Management of Inventories :** Techniques of Inventory planning and control (EOQ,ABC,VED analysis and Aging Schedule), Valuation of inventories (LIFO and FIFO)

Text Book:

1. Financial Management, Sharma and Gupta, Kalyani Publishers

Reference Books:

2. Essentials of Financial Management, IM Pandey, Vikas
3. Financial Management, Khan & Jain, McGraw Hill,
4. Financial Management, Srivastav & Misra, Oxford.
5. Financial Management, G Sudarsan Reddy, HPH
6. Financial Management – Tulsian (S Chand)
7. Fundamentals of Financial Management, Brigham, Cengage
8. Financial Management by Prasanna Chandra , Tata McGraw Hill
9. Financial Managemnt, Rustogi, Galgotia Publishing.

Subject Code	**MGT 511**
Subject Name	**COST AND MANAGEMENT ACCOUNTING**
L-P-T	4-0-0
Credit Point(s)	4

Course Objective

Students are expected to get exposure to various cost concepts and their applications. Various cost factors like standard, materials and marginal costs play important role in decision making so students are expected to understand it.

Course Outcome(s)

1. To impart the student's calculation of unit cost of job, process, contract
2. To guide the students in preparing budgets and technique of cost control
3. To acquaint the students in finding out break-even point for decision making.
4. To effectively utilise various cost conventions in practice.

Module-1- Introduction to Cost and Management (8 Hours):

Scope of Cost and Management Accounting, Types of cost, Cost Accounting and Financial Accounting, Methods of Costing, Techniques of Costing, Classification of costs, Cost centre, Cost Units, Profit Centre, Investment Centre, Preparation of Cost Sheets, Total Costs, Unit Cost.

Module-II Cost Accounting systems (10 Hours):

Material Costs, Valuing material issues and stock, Overheads: Meaning and importance, production overheads, primary and secondary distribution, allocation, apportionment of cost, absorption by production units,

Module-III Methods and Techniques (10 Hours):

Job Costing, Batch costing, Contract costing, Process Costing, Process losses and Inter-process profits, Simple Equivalent Production, Joint Products and By products, Marginal

Costing: Nature and scope, Marginal cost equation, Profit and Volume ratio, Break Even Chart, Impact on profits due to changes in various factors, use of probabilities and application of marginal costing and marginal cost decisions.

Module-IV Cost Management Tools: Budgetary Control (12 Hours):

Functional Budgets, Cost Budget, Master Budget, Performance Budgeting, and Zero Based Budgeting, Flexible Budgets, Standard Costing: Standard Cost and Standard Costing, Standard Costing and Budgetary Control, Techniques of Cost reduction and cost Cost control (Only Concepts)

Text Book:

1. Arora M.N (2012), A Text book on Cost and Management Accounting, 10th edition, Vikas Publishing house.

Reference Book:

2. Jain, Narang & Simmi Agrawal(2019), Cost and Management Accounting,Kalyani publisher.

Subject Code	**MGT512**
Subject Name	**RESEARCH METHODOLOGY**
L-P-T	4-0-0
Credit Point(s)	4

Course Objective

Students are going to get hands on experience on various modalities of doing business research and knowledge of parametric and non-parametric tools will be used for hypothesis testing.

Course Outcome(s)

1. To understand research and its important dimensions.
2. Design and collect data for planning to conduct research.
3. Can able to analyse and compilation of data.
4. To know effective way of report writing and presentation of research output.

Module I: Introduction to BRM (10 Hours):

Meaning and significance of research. Importance of scientific research in decision making. Types of research and research process. Identification of research problems and formulation of hypotheses. Concept and Importance in Research – Research Designs, Features of a good research design –Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables, Review of Literature.

Module II: Measurement and Data Collection (10 Hours)

Concept of measurement– what is measured? Problems in measurement in research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Scaling Techniques. Primary data, Secondary data, Design of questionnaire; Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample– Practical considerations in sampling and sample size.

Module III: Data Analysis – I (10 Hours):

Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Z-test, t-test, F-test. Analysis of variance. Non-parametric Test – Chi-square test, Sign Test, Run test, Krushall – Wallis test

Module IV: Data Analysis – II (10 Hours)

Multiple Regressions Analysis, Factor analysis. Discriminant Analysis, Report Writing and Presentation: Research Report, Types and significance, Structure of research report, Ethical issues in research, Presentation of report. Interpretation of Data and Paper Writing – Layout of a Research Paper.

Text Book:

1. Research Methodology, Chawla and Sondhi, Vikas

Reference Books:

2. Research Methodology, Paneersevam, PHI.
3. Business Research Methods – Uma Sekaran.
4. Business Research Methods – Zikmund.
5. Management Research – RN Subudhi, Sumita Mishra- 2019-Emerald.

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Subject Code	**MGT 513**
Subject Name	**MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR**
L-P-T	4-0-0
Credit Point(s)	4

Course Objective

Developing an understanding of the behaviour of individuals and groups and different management practices inside the organisations by enhancing the skills in appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organisations.

Course Outcome(s)

1. Can apply different management concepts in various processes for effective and efficient results.
2. Can apply different management functions for appropriate and desirable decision making practices.
3. Can apply different concepts of behavioural aspects in. the organisation.
4. Can apply the importance of organisational processes and structure for strategic decision making

Module I: Foundations of Management (8 hours)

Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, History of Management, Recent trends in management.

Module II: Functions of Management (12 hours)

Planning: Importance, Benefits of Planning, Types of Plans, planning process, Characteristics of a sound Plan - Management by Objectives (MBO) Organising: Meaning, Types of Organisation structures, Authority and Responsibility Relationships - Delegation of Authority and Decentralisation Leading: Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, controlling: Meaning, Importance, Steps in the control process, Types of Control.

Module III: Organisational behaviour (12 hours)

Introduction, Meaning, History of Organisational Behaviour, OB models, Personality, Determinants of Personality, Perception: Process of Perception, Motivation, Meaning, Content ((e.g., Maslow, Herzberg, McClelland), process theories (e.g., Expectancy, Goal-setting, Equity) and Contemporary approaches (e.g., Self-determination theory) of motivation.

Module IV: Organisational processes and structure (08 hours)

Group: stages of group development; Team: Types of teams and Effectiveness; Organizational culture; Organizational change, types of change, change process.

Text Book:

1. Robbins, Judge& Sanghi,(2018),Organizational behaviour,18th edition, Pearson.

Reference Books:

2. Aswathappa K (2016) Organizational Behaviour, 12th edition , Himalaya Publishing house.
3. Rao VSP, (2009) Organizational Behaviour, 4th edition, Excel [4] Griffin &Moorhead (2014) Introduction to Organizational Behaviour, 11th edition, Cengage.
4. Parek (2011), Understanding Organizational Behaviour, 3rd edition, Oxford

Subject Code	**MGT 514**
Subject Name	**ENTREPRENUERSHIP AND SUSTAINIBILITY**
L-P-T	3-0-0
Credit Point(s)	3

Course Objective

To sensitize the students towards Entrepreneurship as a career. To make students learn the basic things to start their own business.

Course Outcome(s)

1. Able to use Entrepreneurial skills and practices for creating an enterprise.
2. Equip students with techniques to face challenges while starting the business.
3. Can use UN Sustainable Development Goals and offer idea in a sustainable entrepreneurship.
4. Can sensitise students about industry sickness and its prevention or rehabilitation.

Module I: Entrepreneurship (8 Hours):

Entrepreneurship concept, Evolution of entrepreneurship, Entrepreneurship as a Career, Importance & Characteristics of Successful Entrepreneur, Entrepreneurship and Intra-preneurship–similarities and variance, Entrepreneurial Personality, Entrepreneurial motivation, Skills of Entrepreneur. Business Environment -Role of Family and Society-Entrepreneurship Development Training and Other Support Organizational Services

Module II: Environmental Analysis of Entrepreneurship and Start-up (12 Hours):

Identifying a project-Start-up- problem & challenges- business plan-- Issues relating to location- Start-ups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Start-up development phases: Ideating, concerting, committing, validating, scaling, establishing. Financing start-ups: Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Acquisition/ mergers, Strategic alliances; IPO, Factors of success and failures, Environmental problems and Environmental pollution act, Industrial policies and regulation, Organisational support

services- Central and state Government initiatives and subsidiaries, identifying big ideas, preparing Business Plan.

Module III: Sustainable Business Development (10 Hours):

17 UN Sustainable Development Goals: Value, Challenges and Opportunities. Sustainable Business Models: What is a sustainable business model? Identify, conceptualise and offer sustainable entrepreneurial solutions to identified problems.

Module 4: Industry Sickness (6 Hours):

Monitoring and Evaluation of Business –causes and symptoms of sickness- preventing Sickness and Rehabilitation of Business - Effective Management of small Business.

Text Book:

1. Desai Vasant (2011), Entrepreneurship Development and Management, 6th edition , Himalaya publishing house.

Reference Books:

2. Hisrich (2001) Entrepreneurship, Tata McGraw Hill, 4th edition New Delhi.
3. S.S.Khanka(2001), Entrepreneurial Development, S.Chand and Company Limited, New Delhi,
4. Mathew Manimala, (2005), Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, 2nd Edition, Biztrantra.
5. Chandra Prasanna(1996)Projects Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill.
6. Kuratko &Rao (2012) Entrepreneurship: A South Asian perspective. Cengage Learning.

Subject Code	**MGT 515**
Subject Name	**BUSINESS ANALYTICS**
L-P-T	3-0-0
Credit Point(s)	3

Course Objective

The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R Language.

Course Outcome(s)

1. To learn the complexity of data in business domain.
2. To understand various data modelling and their usage in business.
3. To choose best decision based on various decision support system techniques.
4. To forecast trends using analytics.

Module I: Introduction to Business Analytics (6 Hours):

Decision Making Process, Definition of Business Analytics, Categories of Business Analytical Methods and Models, Business Analytics in Practice and Case Studies in - Finance, Human Resource, Marketing, Health Care, Supply Chain, Sports, and Web, Big Data-Overview of using Data, Types of Data.

Module II: Descriptive Analytics and Data Visualization (8 Hours):

Overview of Descriptive Statistics Central Tendency, Variability, Data Distributions, Association, Data Visualization- Definition, Visualization Techniques –Tables, Cross Tabulations, Charts, Data Dashboards Design.

Module III: Predictive Analytics (10 Hours)

Regression Models –Linear, Least Squares & Multiple, Time Series Analysis and Forecasting Techniques, Data Mining -Definition, Approaches in Data Mining- Data Sampling, Data Preparation, Data Exploration & Reduction, Unsupervised Learning (Classification,

Association), Supervised Learning (Data Partitioning, Accuracy, k-Nearest Neighbors, Classification Tree, Regression Tree).

Module IV: Prescriptive Analytics (12 Hours)

Overview of Linear Optimization, Applications of Linear Optimization, Overview of Integer Optimization, Overview of Decision Analysis. Programming Using R in Lab. R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Text Book:

1. Camm et.al(2016),Essentials of Business Analytics, 2nd edition, Cengage.

Reference Books:

2. James Evans (2017), Business Analytics, 2nd Edition, Pearson.
3. Winston (2017), Business Analytics-Data Analysis-Data Analysis and Decision Making, 2nd edition, Cengage Learning.

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Subject Code	**MGT 516**
Subject Name	**BUSINESS ANALYTICS LAB**
L-P-T	0-2-0
Credit Point(s)	2

1. Installation, R Environment, R Packages, Reading and Writing Data in R.
2. R Functions, Control Statements, Frames and Subsets.
3. Managing and Manipulating Data in R.
4. Statistics with R (Central Tendency, Variability, Data Distributions, Association).
5. Data Visualization using R and Tableau (Students Edition).
6. Regression Models –Linear, Least Squares & Multiple using R.
7. Time Series Analysis and Forecasting Techniques using R.
8. Unsupervised Learning: Classification, Association using R.
9. Supervised Learning: Data Partitioning, Accuracy, k-Nearest Neighbours, Classification Tree, and Regression Tree using R.
10. Applications of Linear Optimization using R.
11. Implementation of Integer Optimization using R.
12. Implementation of Decision Analysis using R.

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Subject Code	**MGT 517**
Subject Name	**RESEARCH METHODOLOGY LAB**
L-P-T	0-2-0
Credit Point(s)	2

1. Introduction
2. Data entry using data and variable editor.
3. Descriptive Statistics (Frequency, Descriptive, Explore)
4. Draw frequencies, bar charts, histogram, percentile and normality Test
5. Creating and editing graphs and charts using chart builder
6. Hypothesis Testing using parametric Tests: t-test
7. One-way and Two-way ANOVA
8. Non-parametric Tests: Chi-square Test.
9. Reliability analysis, Validity analysis.
10. Correlation., Regression
11. Factor Analysis